

The Role of Strategic Leadership in Enhancing Organizational Commitment: An Analytical Study in the Iraqi Ministry of Health¹

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ABSTRACT

The research aims to show the importance and influence of the strategic leadership in the Iraqi Ministry of Health in the research community, as well as to diagnose the reality of the research variables in the study community and to indicate the type of relationship between them. They were erased based on ready-made standards, and the questionnaire was distributed to a sample of (100) individuals who work in senior and middle leadership positions within the organizational structure of the ministry. For the purpose of analyzing the questionnaire and drawing conclusions from it, the program (SPSS V.25) was used, and a number of statistical methods were used. Including the arithmetic mean, median, standard deviation, and confirmatory factor analysis. The research has reached a number of results, the most important of which are the workers' emotional attachment to the ministry concerned with the study. However, this feeling diminishes due to the safety needs provided by the ministry to workers in the field of pension services, or the extent to which workers feel about the ministry's problems. It is not recommended that the researcher stressed the necessity of activating the employee's sense of the ministry's problems, through activating the incentive system, and granting the employees the right to participate in the profits or the right of ownership, as is generalized. And so in the developed countries of the world.

Keywords : *strategic leadership; organizational commitment; Iraqi Ministry of Health.*

INTRODUCTION

The interest of business organizations of all types and sizes has increased recently in the strategic approach, as it has become one of the important tools for achieving excellence in a world characterized by fierce competition. It is known that leadership of all kinds, especially strategic leadership, represents the beating heart of organizations. Without paying attention to strategic leadership, and the continuous development of leadership is due to the relentless pursuit of organizations to face unexpected and unknown events, and from here it requires the presence of strategic leaders who possess high skills of creative thinking and creativity in order to imagine the reality of their organizations and what they wish to be in the future, and the success of organizations is greatly linked. With the availability of strategic leaders capable of influencing employees, dealing with the environmental conditions surrounding their organizations, and establishing a culture of change through making changes in their organizational structures, introducing updates in their work methods, or using modern technology in order to be able to keep pace with environmental changes and maintain their survival and continuity in the face of the challenges they are going through, except service organizations in Iraq today, are facing a recurring crises in the light of restricted ability to meet its special needs that affect its performance and the development of work spirit in light of the effectiveness, honesty and integrity of those leaders. The symptoms and effects of this crisis were reflected on all organizational levels, as the leadership element represents the organizations' mission and goals, given the contributions it provides to the organization compared to others. Because of the tasks, duties and visions that fall upon him, the need has become more than ever for enlightenment and visionary leaders who have the ability to clearly see the future, so they take themselves as a starting point for change, and a platform to achieve

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goals, achieve the organization's mission and values, and achieve productivity, organizational commitment and satisfaction with work life. As a final result of this concern, unlike the traditional leadership that focuses on organizational productivity and profitability as the main focus of its concern.

The issue of organizational commitment is also one of the important topics at the present time because of its prominent role in mutual investment between employees and their organizations in the continuation of the contractual relationship, and it results in desirable behavior on the part of employees towards the organization in which they work, as organizational commitment represents an administrative philosophy to achieve the goals and objectives of the organization.

Therefore, the current research came to shed light on the role played by the strategic leadership in enhancing the levels of organizational commitment of workers in the health sector in general and the Ministry of Health in particular. The practical side and the fourth topic come with the most important conclusions and recommendations.

THE FIRST TOPIC: RESEARCH METHODOLOGY

First : The Research Problem

The current and future stage in Iraq needs a great deal to reconsider the leadership of public organizations, especially as it is going through a difficult stage and is suffering from economic, political and even health crises, a decline in performance and poor quality of services. On the other hand, the health service is one of the most important services at the level Iraq and the world come before the service of education and other services, since the health sector is concerned with the health and safety of members of society, in addition to being a non-profit service. The study of the leadership style and its impact on the organizational commitment of workers in the health sector was dealt with, and therefore this was the justification for rooting the concept and nature of the leadership style and its work in the Iraqi Ministry of Health and its role in enhancing commitment, and from here the current research problem emerges, represented by the following question:

What is the level of availability of the strategic leadership pattern in the Ministry of Health and its role in enhancing organizational commitment?

It raises the following questions :

1. How can the Iraqi Ministry of Health inculcate within its culture the concept of strategic leadership, and how does the strategic leadership process take place in it?
2. What is the level of organizational commitment for workers in the Iraqi Ministry of Health?
3. What is the level and nature of the relationship between the research variables (strategic leadership, organizational commitment) in the ministry under study?

Second : The Importance of Research

The nature of the work in the Iraqi Ministry of Health requires the application of critical strategic concepts that guarantee success and excellence and enable it to meet the requirements of the health service because this service carries a sublime message to the Iraqi society, and from here the research acquires its importance represented by the following:

1. The research combines critical organizational variables represented by (strategic leadership, organizational commitment) with a new combination and interaction between its sub-variables to explore and devise new relationships and test them.
2. Adopting a leadership style such as the strategic leadership in an Iraqi service organization that has a prominent role in meeting the health needs of the Iraqi citizen is considered a goal of success and progress.
3. Trying to address a problem facing most organizations in general, and the health system in particular, which is represented by the loss of balance in the nature of the relationship between strategic leadership and organizational commitment of workers in the health sector.
4. Develop a number of recommendations that can benefit the researched organization to improve the levels of organizational commitment to its employees and thus contribute to providing better services to the community.

Third: Research Objectives

The research aims to achieve the following:

1. Showing the importance and influence of the strategic leadership in the Iraqi Ministry of Health in the research community.
2. Diagnosing the reality of research variables in the study community and indicating the type of relationship between them.
3. Analyzing the impact of strategic leadership on the level of organizational commitment of employees in the ministry under study.
4. Clarify whether the interactive practices of the strategic leadership create a ground for enhancing the levels of organizational commitment of the workers in the ministry under study.
5. Reaching a set of conclusions and recommendations to determine the most important factors that must be focused on to provide quality service.

Fourth: The Hypothetical Scheme of the Research

The review of the literature on strategic leadership and organizational commitment resulted in the crystallization of a hypothetical scheme for the research, which the researcher prepared in light of the research problem and its objectives, as the main and sub-variables were identified with the correlational and influencing relationships between them, as shown in Figure (1), and the basic aspects of the research scheme can be clarified through the following :

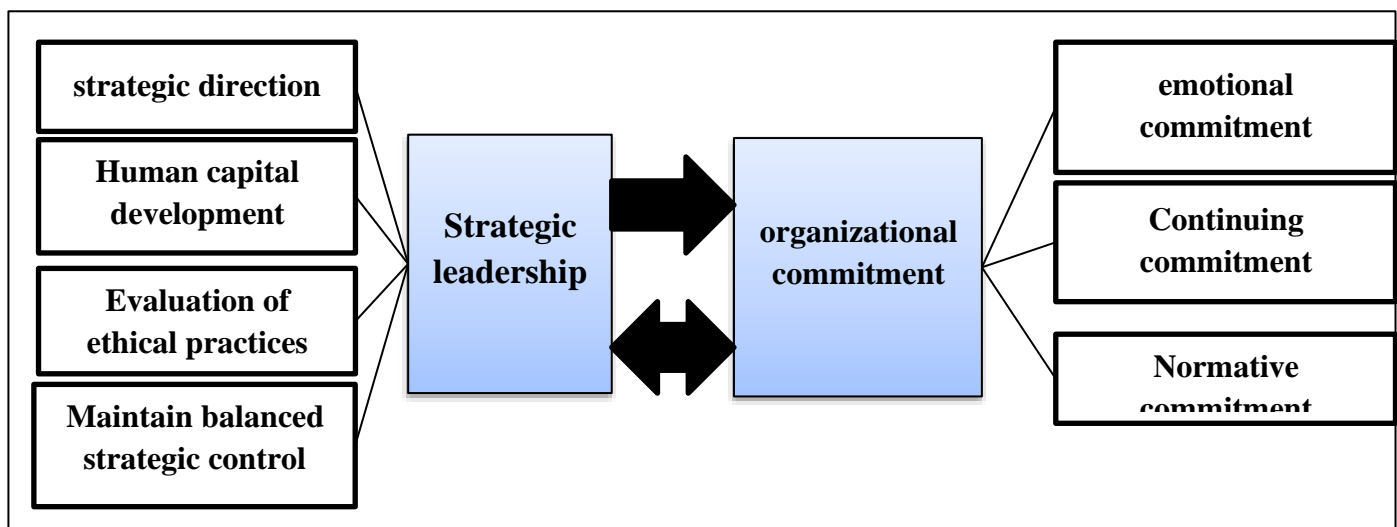


Figure (1) The hypothetical scheme of the research

Fifth: Research Hypotheses

The current research hypotheses were formulated according to the research problem, its objectives, and its hypothetical scheme, as it tries to answer the questions contained in the problem, and that testing the hypotheses statistically later will determine the quality and level of the relationship between the research variables, and the research hypotheses can be clarified as follows:

The first main hypothesis : There is a significant correlation between strategic leadership in its dimensions and organizational commitment, and the following sub-hypotheses emerge from it:

There is a significant correlation between the dimension of defining the strategic direction and organizational commitment.

There is a significant correlation between the dimension of human capital development and organizational commitment.

There is a significant correlation between the dimension of encouraging ethical practices and organizational commitment.

There is a significant correlation between the dimension of maintaining balanced strategic control and organizational commitment.

The second main hypothesis : There is a significant effect of strategic leadership in its dimensions on organizational commitment, and the following sub-hypotheses emerge from it:

There is a significant effect of determining the strategic direction in organizational commitment.

There is a significant effect of human capital development on organizational commitment.

There is a significant effect of encouraging ethical practices in organizational commitment.

There is a significant effect of maintaining balanced strategic control on organizational commitment.

Sixth : Research Methodology

The current research has taken the historical, analytical and experimental approach, as the historical approach emphasizes an intellectual theoretical review of the topics dealt with that relied on the available Arab and foreign references and sources, and the most important writings in the previous literature on these topics were presented by others. And then the analytical approach has been adopted for the current research by tabulating and classifying this knowledge and information into categories according to their time, conceptual and definitional frameworks, as well as tabulating them in specific models. Relationship, impact, compatibility and complementarity among them, and access to results that prove the fact that there is a logical link between its variables.

Seventh : Research Limits

1. Spatial boundaries: the Iraqi Ministry of Health.
2. Human limits: The human limits are represented by the senior and middle leaders in the ministry, the research community, represented by (general director, assistant general director, department director, assistant department director, directors, and unit officials).
3. Temporal limits: The time limits are represented by the period starting from the date of distributing the questionnaire to the research community and its retrieval and data dumping, which is represented by the completion stage.

Eighth : Coding the research variables and its dimensions mentioned in the questionnaire

The research questionnaire included two main variables (strategic leadership, organizational commitment), and the first part was measured through four dimensions (determining the strategic direction, developing human capital, encouraging ethical practices, maintaining balanced strategic control) of strategic leadership as an independent variable, while its part was measured The second is through three dimensions (emotional commitment, continuity commitment, normative commitment) that represented organizational commitment as a dependent variable, and that the number of paragraphs of the questionnaire is (35) paragraphs, and they are taken from approved sources from previous studies, according to Table (1) :

Table (1) Coding of the questionnaire according to the criteria and model chosen for the research

variable	dimension	paragraphs	coding	Source
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Strategic leadership	Determine the strategic direction	1-5	X1	Kitonge, 2017
	Human capital development	6-10	X2	
	Encouraging ethical practices	11-15	X3	
	Maintain balanced strategic control	16-20	X4	
organizational commitment	emotional commitment	21-25	Y1	Robbins & Judge,) (2011)
	Continuing commitment	26-30	Y2	
	Normative commitment	31-35	Y3	

THE SECOND TOPIC: THE THEORETICAL SIDE

First : Strategic Leadership - A Theoretical Framework

The Concept of Inclusive Leadership

Leadership was and still is one of the most important variables in the field of management, especially in organizational and strategic studies. This topic has received great attention from researchers and specialists, seeking to try to explain it and frame it with different theories. As a result of the development in management science and in the business environment, strategic leadership has emerged as one concepts because of their great importance in leading organizations and determining their fate (AlRawi, 2020:379).

The researchers emphasized that leadership is the art, ability, and skills of a person who occupies a position as a leader of a work unit through which to influence, persuade, inspire, and direct employees (Dohamid & Muchlis, 2020:81). It was defined as a process of influence that leads to the achievement of the desired goals and involves inspiring and supporting others to achieve a vision based on clear personal and professional values (Amayreh, 2020: 2372). Despite the clarification of the strategic leadership theory in the previous paragraph, it is concerned with the study of leaders at the higher levels of the organization (Castellanos & Georg, 2020: 108). However, the field of research on the concept of strategic leadership witnessed a lack of agreement or consensus in finding a comprehensive definition of strategic leadership (Samimi et al, 2020: 2). According to (Chanler, 1962) the strategy is defining the long-term goals and objectives of the company and the direction of work and allocating the necessary resources to achieve those goals and objectives (Priadana et al., 2021: 4909). Strategic leadership refers to the extent to which leaders think “strategically” about how learning can be used to bring about change and move the organization in new directions or new markets, such as opportunities for continuous learning. Strategic leadership was measured using three components: (Lee & Welliver, 2018: 564).)

1. Leaders guide their subordinates.
2. Looking for new learning opportunities.
3. Ensure that the organization's actions are consistent with its values.

In this regard, there are many definitions that dealt with the concept of strategic leadership, and they differed according to the intellectual orientations on which they were based. The following is a presentation of some of these definitions, as shown in Table (2) :

Table (2) Definition of strategic leadership, according to some researchers

No	Source	Strategic leadership
1	(Shao, 2019 : 97)	The process of creating a vision for the future, communicating it to subordinates, motivating them, and participating in exchanges supportive of the strategy with all subordinates in the organization.
2	(Samimi et al., 2019 : 2)	The functions performed by individuals at higher levels of the organization, which are intended to have strategic consequences for the organization.
3	Alayoubi et al., 2020 :) (16)	The ability of individuals to anticipate, imagine, maintain flexibility, think strategically, and work with others to initiate changes that will create a

		prosperous future that guarantees the survival and continuity of the organization.
4	Al-Thani & Obeidat,) (2020 : 309	The process of making and taking decisions jointly between the leader and his subordinates, and then working to implement them by the higher administrative level in the organization.
5	Ali & Anwar, 2021 :) (14	The mechanism through which the organization invests its current competitive advantages while still searching for new opportunities, in order to achieve superior performance through innovation and learning compared to its competitor organizations.

Source : Prepared by the researcher based on the mentioned literature.

Based on the foregoing, the researcher defines strategic leadership as the ability of officials at the higher administrative levels to envision the future of the organization and respond to environmental changes by investing and developing the capabilities of the organization's resources in accordance with organizational and ethical controls aimed at achieving sustainability for the organization.

The Importance of Strategic Leadership

The strategic leadership style is closely related to the great positive performance, as the strategic leader acts based on ethical values, and motivates others to act alike, and thus affects the performance of subordinates (Farhan, 2021: 4). The importance of strategic leadership for organizations comes as it is considered a key factor for the strategic use of the organization's various internal resources, as well as responding effectively to the internal and external competition factors that the organization faces (Kim, 2020: 122).

According to the Center for Creative Leadership in the United States of America, strategic leadership includes discovering the main things in the organization, and it can work well to create the conditions required for discovery, and this requires organizations to understand the learning process of strategy, as strategic leadership takes the role of driving leadership to become The organization drives continuous learning. The strategic leader is able to relate or communicate with the people around him and is results-oriented (Abashe, 2016: 1). Strategic leadership also plays a role in raising the loyalty of subordinates by influencing them and making them call the public interest of the organization over the personal interest, and thus the performance results are better than they were (Asif, 2019: 4).

Strategic leadership also has the ability to manage through others and influence them, and strategic leadership competencies help, as the administrative leaders in the organization play an influential role in enhancing the essence and efficiency of the organization, for this reason, strategic leadership has an impact on the basic competence in the organization, and it is the engine for organizations to struggle for growth and survival (Irtaimeh, 2018: 171).

The researcher believes that the importance of strategic leadership for organizations comes through its ability to anticipate future events through the use of cumulative knowledge and continuous analysis to avoid falling into any potential crisis, in addition to its great role in influencing subordinates and making them give their best performance.

Dimensions of Strategic Leadership

Through the researcher's knowledge of the strategic leadership literature and the most important philosophical dimensions that dealt with strategic leadership, the researchers indicated that strategic leadership is developed and modified in the light of the organization's philosophy and its strategic directions in the environment that surrounds it, as there are many points of view on its dimensions, as both see (Davies & J. Davies, 2012: 8) that strategic leadership moves through four main dimensions, which are perception, participation, implementation, and control, as strategic leaders develop an understanding of what the future may bring by spreading a broad and common understanding of educational and societal trends, and they have a systemic ability to see the organization as a whole And not just focus on some part of its activities.

Either (Kitonga, 2017: 16) has dealt with strategic leadership through five dimensions represented by (determining the strategic direction, developing human capital, emphasizing ethical practices, maintaining balanced strategic control).

Accordingly, the researcher will adopt the four dimensions that came in the study (Kitonga, 2017) to measure strategic leadership, because they are the most comprehensive and in line with the place of application of the study, and therefore these dimensions can be clarified in some detail as follows:

1. Determine the Strategic Direction

Strategic leaders define the direction of the organization, translate the strategy into action, align systems, staff, and strategy in a single format, identify the point of effective strategic intervention, and develop the strategic capabilities of the organization that support and enhance the strategic direction (Davies & J. Davies, 2005: 248). The researchers indicated that defining the strategic direction is done by developing a long-term strategic vision, formulating strategies, and setting goals that in turn reflect the personal views of the strategic leader. The strategy, which makes the strategic intention specific to the privacy of the leader, and at that time it is a common factor for everyone in reaching the achievement of the strategic vision (Alayoubi et al, 2020: 16).

2. Human Capital Development

Human capital is referred to as a group of individuals who possess skills and knowledge that contribute to increasing the economic value of business organizations, and it is represented by all individuals working in organizations who constitute a capital resource (Alayoubi et al, 2020: 16), and researchers have indicated that human capital is the link between human resource practices and organizations' business performance, which is the accumulation of knowledge, experience, and other relevant workforce characteristics within the organizational strength of the organization and stimulating productivity and achieving strategic goals (Timur & Efendy, 2018: 20). Human capital is also defined in the Oxford English Dictionary as "the skills possessed by organizations (the workforce) and is a resource or an asset, as it refers to the idea that there are investments in people (such as education and training) and that these investments increase the productivity of the individual (Goldin)". Hence, human capital is defined as the knowledge, skills, and capabilities that make (the employee) a capital or asset of the organization, and contemporary organizations usually deal with employees as capital, as then they gain many benefits from simply treating employees as a resource (human resource). By considering employees as a capital that possesses knowledge, experience, and skills (Timur & Efendy, 2018:20).

3. Evaluation of Ethical Practices

Ethical practice refers to right and wrong behavior within a framework of ethical rules and principles. Ethical principles are to control and guide the ethical behaviors, perceptions, and behavior of managers in situations where it is necessary to achieve a balance between the self-interest of the organization and the interests of stakeholders. However, the main purpose of ethical action is directing employees to adhere to the rules of conduct that will help them secure confidence in the development of their business towards the services and products they provide (Noor, 2014: 187). Ethics is a statement of right from wrong or good and bad. (Amayreh, 2020: 2374) Ethical practices also refer to the basic principles that govern the process of interaction between working individuals on the one hand and the organization on the other hand, as well as the principles that govern the process of interaction between the organization and related organizations (Alayoubi et al., 2020: 16).

4. Maintain Balanced Strategic Control

Strategic control means those measures that managers rely on in order to maintain organizational activities or bring about changes in their patterns, and organizational controls contribute to achieving adaptation to environmental changes, and they consist of two types (financial controls and strategic controls), as the effective strategic leader is the person. He balances these two types of controls in his pursuit of the organization's strategic goal (Alayoubi et al., 2020: 16). Strategic control helps organizations manage intellectual capital and regulate practices to ensure the correct course of action is evaluated, as it can influence the organization's activities and direct actions in appropriate ways. Effective strategic leaders establish controls that facilitate flexible and innovative employee behaviors to help them maintain or gain a competitive advantage (Hitt et al. al., 2010: 439). In addition, success for organizations requires effective management of procedures in a balanced manner, and senior management possessing the necessary skills and tools to formulate an appropriate strategy and then work on its implementation, because "strategic leadership" is what sets the vision and direction for the growth and success of the organization (Alayoubi et al., 2020: 16). And strategic leaders fully balance strategies at the organizational level by setting a mechanism or controls to ensure the proper functioning of the organization's operations (Davies & Davies, 2012: 17). Hence, it is clear that the strategic leadership is relatively centralized and assigned to the heads and the decisions of the central committees, and thus it is a continuous decision-making

process, which is able to control in a balanced strategic way and take care of how to implement the strategy and how to use effective means to implement it (Morrill, 2010: 74).

SECOND : ORGANIZATIONAL COMMITMENT - A THEORETICAL FRAMEWORK

The Concept of Organizational Commitment

The concept of organizational commitment received great attention from Western and Arab researchers in the fields of organizational behavior and industrial psychology. Therefore, the concept of organizational commitment is difficult to define, and there was no consensus on a definition or specific measure for it. After reviewing the literature on the topic, it appeared that every researcher had dealt with a topic. Organizational commitment from a different perspective (Al-Hiti, 2014: 28).

The opinions of researchers and writers in the field of management differed regarding the definition of organizational commitment, so many researchers put definitions of it in proportion to their point of view and what achieves their interest from the studies they conduct, so the researcher reviewed the views of some researchers regarding the concept of organizational commitment according to its chronology, and it can be clarified This is according to Table (3), as follows:

Table (3) The concept of organizational commitment, according to some researchers

No	Source	organizational commitment
1	Demir & Bugdayci,) (2012 : 216	The individual's reluctance to change the organization in which he works, and his endeavor to achieve its goals before his own.
2	Al-Nuaimi & Al-Hiti,) (2016: 96	The internal and strong desire of the employees of the organization to exert maximum effort in the work, which stems from the full belief in the objectives and values of the organization and the strong desire to maintain its membership in order to reach its set goals and ensure its permanence.
3	(Al-Husseini, 2017: 285)	The psychological link that binds workers to their organizations, which drives them to integrate and continue to work, and thus adopt the values of the organization.
4	(Sadiq, 2018: 154)	The individual's affiliation and effective attachment to the organization's goals and values, regardless of the material values achieved from the organization.
5	Al-Zibari & Al-) (Hamdani, 2019: 60	An emotional response formed by creating an appropriate, stimulating and encouraging organizational climate in which an automatic organizational commitment appears, and then the desire of workers to stay in the organization and help them achieve its goals.

Source : Prepared by the researcher based on the above sources.

By perusing the concepts contained in Table (3), it became clear to the researcher that most of the researchers who preceded him agree somewhat in developing the concept of organizational commitment, especially in terms of meaning. Therefore, and in line with those definitions, the researcher will define commitment as the individual's emotional and normative persistent convictions. The values, mission and goals of the organization that generate the desire to stay in work and exert maximum efforts for the success of the organization's work and progress.

The Importance of Organizational Commitment

Organizational compliance is of interest to academics and practitioners in many fields, including the logistics industry. Based on the literature, commitment is a psychological state, which "distinguishes the employee's relationship with the organization and affects the decision to continue membership in the organization", and there are several reasons that have led to interest in this concept, namely: (Acar, 2012: 218)

1. Organizational commitment is one of the basic indicators for predicting many behavioral aspects, especially the work turnover rate.
2. Organizational commitment can help us to some extent explain how workers find purpose in life.

Despite the importance of organizational commitment, it has negative effects. (Alamdard, 2013: 67) indicated that the high level of commitment of the individual towards the organization in which he works, and his desire to make efforts in its favor may lead to a negative impact on his other obligations outside the organization. He lives

in isolation from others, because of work concerns and their control over his thinking outside the scope of his work, and that organizations need the commitment of workers in order to be able to work in changing environments, in addition to that it helps the organization in facing weak affiliation that leads to poor job performance, so it works to create consensus between them and individuals. Commitment also affects the worker's effort and then affects his performance. Therefore, commitment is one of the most important organizational factors that affect the attitudes and behavior of the worker, as it reflects the degree of loyalty and the extent of the individual's contribution to the organization. The level of commitment has a direct impact on the level of organizational cohesion. Based on the foregoing, it can be said that the importance of organizational commitment is evident in that it has an impact on all individual, organizational and societal levels.

Dimensions of Organizational Commitment

Most of the research focused on the emotional attachment to the organization and belief in its values, and called the "gold standard" for the expression of employee commitment, which shows the positive relationship that exists between organizational commitment and job productivity. Some studies have included measures of all three components (emotional, persistence, and normative). , while others focus only on an effective measure and/ or a measure of commitment or continuity with the organization, while others saw that organizational commitment consists of three elements, namely: emotional commitment (emotional attachment), continuous commitment (cost basis), and commitment Normative (commitment) (Robbins & Judge, 2011: 109) and (Kazim, 2016: 33).

1. Emotional Commitment

The emotional commitment dimension is used to describe the employee's emotional orientation towards the organization, and (Falih, 2010: 179) stated that the employee who loves to work in a specific job and has the desire to continue with it is considered emotionally committed to this job and this is reflected in his interest in advancing himself in the job through commitment The commitment here stems from the employee's sense of connection and conformity with the organization, his sense of pride in belonging to it, his belief in its goals and values, and his integration with the daily tasks that he performs, which gives him pleasure in his association with it.

He believes (Al-Qassab, 2015: 91) that it is a commitment that stems from the individual's feeling of attachment to the organization and immersion in it, and the conformity of his goals with its goals, and that his values are consistent with its values, which gives him pleasure in being associated with it. The emotional commitment of the individual may develop based on three foundations:

- a. Shared values.
- b. Clarity and consistency of goals.
- c. personal integration.

2. Continuing Commitment

The continuous commitment, it refers to the employee's realization of the costs related to leaving the organization and his decision to continue working in it, in order to avoid losing the privileges accustomed to it, and the continuous commitment reflects the degree at which the employee feels that he is obligated to the organization, affected by the cost of leaving the organization or the lack of work alternatives available (Al-Tamimi, 2016: 108).

The continuity commitment is a calculated commitment through which the employee realizes or estimates the costs related to leaving the organization, and that the employee, according to this type of commitment, seeks to remain in the organization because of his need for tangible and non-material benefits (Jaja & Okpu, 2013: 45).

Finally, the continuing commitment refers to the extent to which the individual is aware of the costs associated with leaving the organization, and according to (Pare & Trembly), the continuing commitment is a calculated commitment through which the individual realizes or estimates the cost associated with stopping his activity in the organization, and that the individual, according to this type of commitment, remains in organization, because he needs it. And when the individual's stay in the organization is due to his need, this often indicates that this individual may be dissatisfied with his work in the organization and be less involved and effective in its activities (Kazem, 2016: 33).

3. Normative Commitment

Normative commitment is the third dimension of the dimensions of organizational commitment, which deepens the sense of continuity in work within the organization, and often enhances the normative commitment of workers feeling well supported by the management of the organization, allowing them to participate and interact well in setting goals, planning and drawing up the general policies of the organization (Abo Rumman & Ahmed, 2012: 85).

(Al-Nuaimi & Al-Hiti, 2016: 97) believe that normative commitment is the strength of feeling among workers in terms of their commitment to the organization due to the pressures of others on them to stay in it, so the workers consider themselves responsible before the management to stay in the organization and not allow others to raise anxiety and rumors if they leave the organization, as it indicates (Kazem, 2016: 35) that the workers who strengthen their normative commitment take into account to a large extent what others would say about them if they left the work in the organization, because they do not want to cause concern to their company, or leave a bad impression on their colleagues. Because they leave work, then they develop a moral commitment, even if it is at the expense of themselves.

THE THIRD TOPIC: PRACTICAL SIDE

First : Conformance Quality Test

The test of conformity quality is the measuring tool for any research, a step prior to carrying out the necessary statistical analysis to determine the level of prevalence of variables, and below is a preferred explanation for this test.

1. The sincerity of the construction

Using structural equation modeling to verify the validity of the scale construction for the research variables and the extent to which the scale paragraphs fit with its theoretical foundations, the confirmatory factor analysis was relied upon, and the quality of conformity of the scale paragraphs with the scale variables depends on the measurement criteria. These criteria can be clarified as in Table (4) :

Table (4) Indicators of good conformity to the variables under study

pointer	general rule or standard
Goodness of Fit Indicators	
Value X^2	-
degree of freedom (df)	-
The ratio between X^2 and (df)	less than 5
Approximate Root Mean Square Error (RMSEA) Index	between 0.05 – 0.08
Comparative Fit Index (CFI)	greater than 0.90
Tucker Lewis Index (TLI)	greater than 0.90

A. Affirmative factor analysis of the strategic leadership variable

Figure (2) shows the confirmatory factor analysis of the strategic leadership model, which consists of four basic dimensions, consisting of (20) paragraphs, as is evident in Figure (2). In order to improve these indicators, we will

modify them according to the recommendations of (Modification Indices), as the researcher sets a model based on the literature or research theory and then tries to test the extent to which the model matches the experimental data. If the matching is not sufficient, the common procedure is to modify the model by deleting paragraphs or Non-significant paths and adding paragraphs that improve its conformity, and this procedure includes either deleting the paragraphs with the highest and high covariance within the model, or modifying them through the work of the link between errors with high covariance. After this procedure, the final model after modification is as shown in Figure (3).), and as follows :

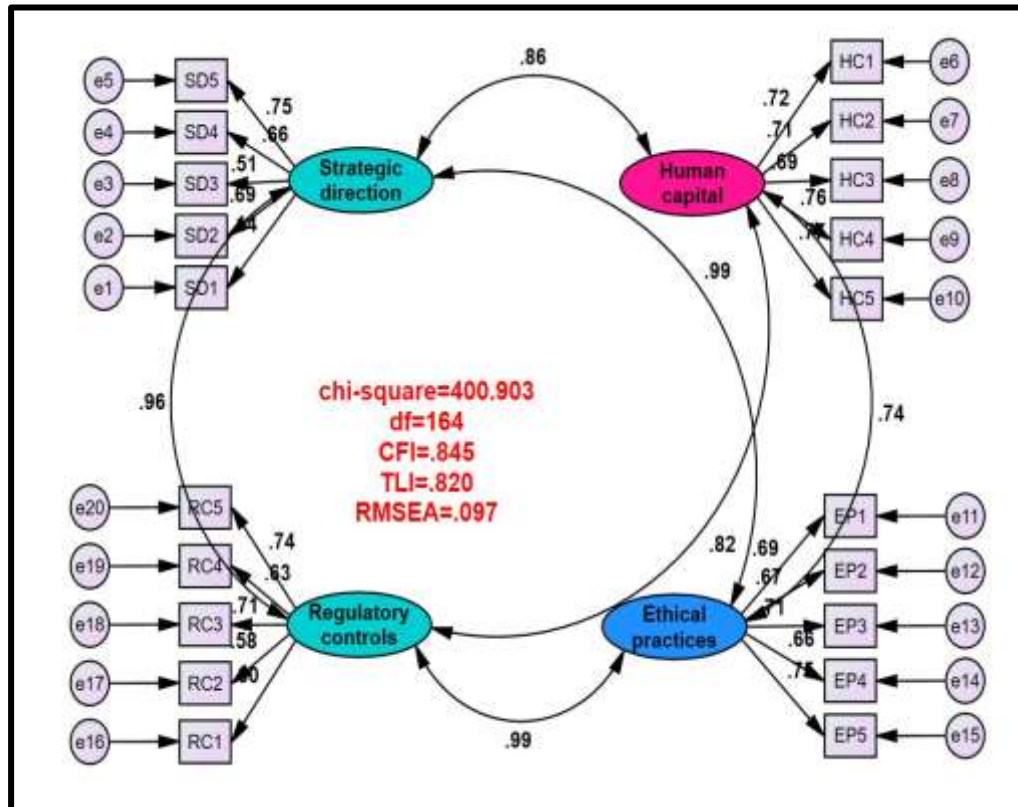


Figure (2) The constructive affirmative validity of the strategic leadership variable

As it is clear from Figure (3) that all paragraphs are moral values, as this indicates the morality of the paragraphs, and this indicates the veracity of the statements and that the extracted conformity quality indicators are identical to the indicators of the standard quality of fit (Goodness of Fit), as it should be noted here that the amendment has been made to The model is made by correlating random errors with high covariance, so that all indicators of matching quality are within the standards required for the model, as shown in Figure (3) below :

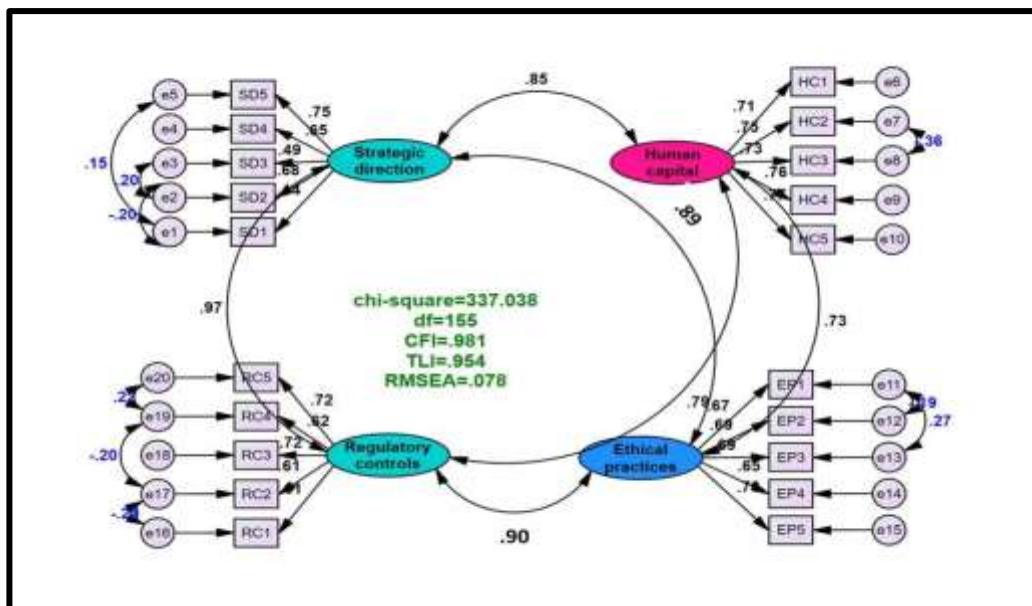


Figure (3) Affirmative constructive validity of the strategic leadership variable after modification

B. Affirmative factor analysis of the organizational commitment variable

Through Figure (4), which shows the confirmatory factor analysis of the organizational commitment variable through a set of indicators and the degree of correlation of each paragraph, as shown below :

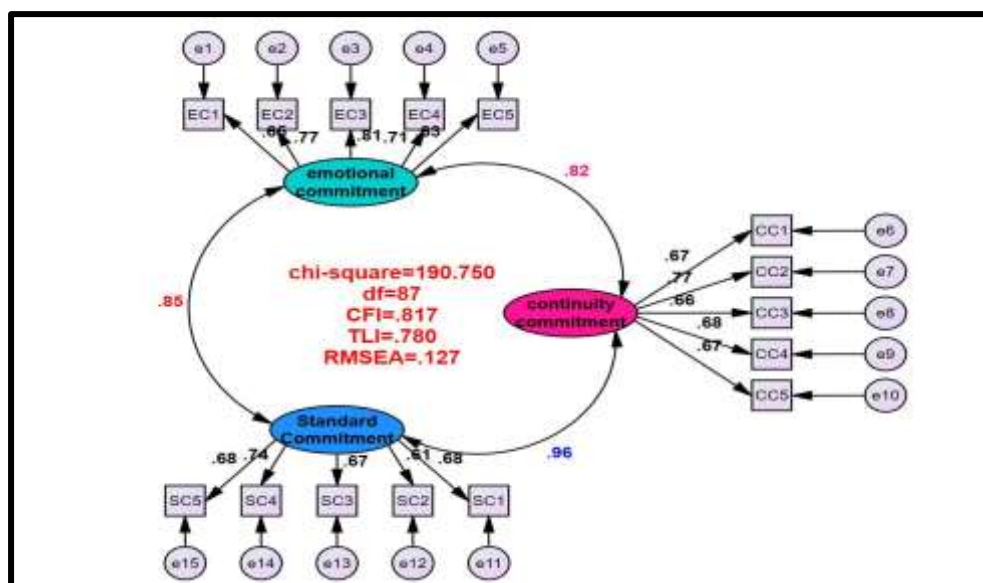


Figure (4) shows the organizational commitment model

We note from the above results that:

1. The value of (TLI = 0.780) is weak and should be within the range, i.e. its value is greater than 0.90 to indicate that the model is identical.
2. The value of (CFI = 0.817) is weak and must be within the range, i.e. its value is greater than 0.900 to indicate that the model matches.

3. We also note that the value of (RMSEA = 0.127) is not a good value because the range should be (0.05-0.08) to indicate that the model is compatible, and whenever it is less than 0.05, the model is suitable and matches better.

Therefore, the model must be improved by modifying these indicators and according to the recommendations of (Modification Indices), as the researcher sets a model based on the literature or research theory and then tries to test the extent to which the model matches the experimental data. If the matching is not sufficient, the common procedure is to modify the model by deleting Paragraphs with the highest and high covariance within the model or modify them by forming the link between errors with high covariance. After this procedure, the final model after modification will be as shown in Figure (5) :

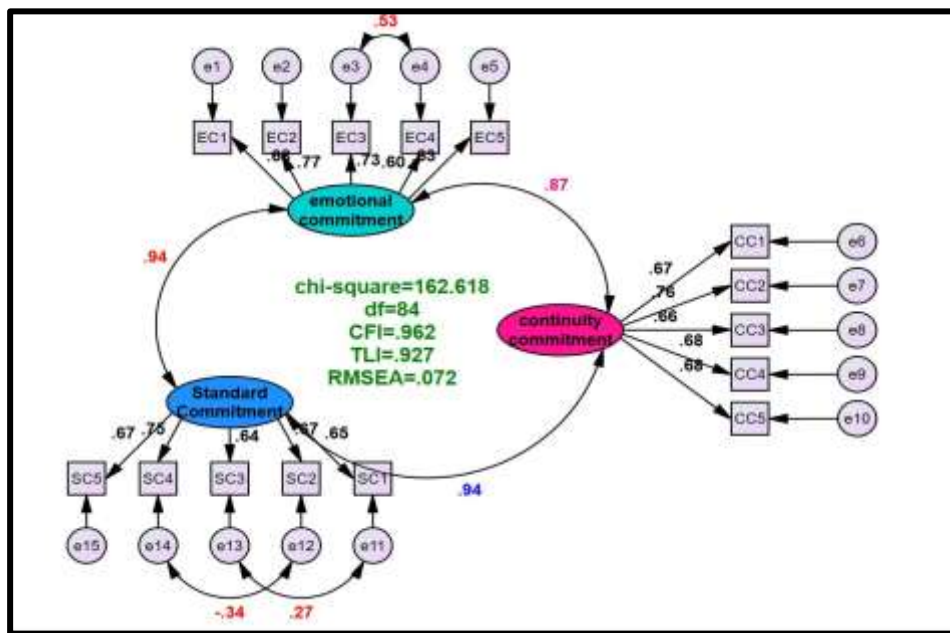


Figure (5) Regulatory Compliance Form after Amendment

We also notice through the value of RMSEA, which is equal to (0.072), and this is evidence of the quality of conformity with the organizational commitment model.

2. Scale stability

For the purpose of ascertaining the internal consistency of the items of the scale, Cronbach Alpha was relied upon for the purpose of knowing the stability of each item of the scale. Table (5) below shows the results of the internal consistency test for the research variables as follows:

Table (5) Cronbach Alpha test for research variables

variable	dimension	paragraphs	Cronbach Alpha
Strategic leadership	Determine the strategic direction	5	0.798
	Human capital development	5	0.820
	Encouraging ethical practices	5	0.849
	Maintain balanced strategic control	5	0.876
organizational commitment	emotional commitment	5	0.824
	Continuing commitment	5	0.838
	Normative commitment	5	0.775

Source: prepared by the researcher based on the results of the SPSS V26 program.

The results of the above table indicate that the Cronbach Alpha coefficient for the research variables is greater than 0.70, which indicates the availability of internal consistency for the research items and variables and is valid for statistical analysis.

Second : The Descriptive Analysis of the Research Variables

To indicate the level of availability of dimensions in the researched organization through analysis and interpretation of the respondents' answers, several questions were asked for these dimensions. Table No. (6) shows the arithmetic mean, standard deviations, and intensity of response to the paragraphs, as we note the following:

1. Emotional commitment: This dimension achieved an arithmetic mean of (3.45), which is higher than the hypothetical mean of (3). The respondents' answers indicate progress in the emotional attachment of workers to the ministry concerned with the study, but this feeling diminishes in light of the safety needs provided by the ministry to workers in the field of services. Pension or the extent to which workers feel about the problems of the ministry, and the researcher justifies this because the retirement law is not mature, and the previous view may have produced a kind of pessimism regarding the pension salary, which is still unclear to the workers. A clear gap due to the decline of incentive systems due to the conditions in the country and the lack of incentive systems that give workers the right to participate in profits or the right of ownership, as is the case in the developed countries of the world.

2. Continuity commitment: The arithmetic mean for this dimension was (3.61), and the respondents' answers indicate progress in the continuity commitment to the ministry concerned with the study. As for the paragraphs that fell to the level of (average importance), they indicate a weakness in the respondents' feeling of the need to continue in the ministry concerned with the study, as they did not strongly support Leaving the Ministry causes them a number of problems and disturbances, as this may mean that there are other opportunities that secure their livelihood or what the Ministry concerned with studying provides them with, and what reinforces that feeling is their lack of support for the importance of the benefits they gain from the Ministry.

3. Normative Commitment: Most of the paragraphs of this dimension achieved a level of importance with a degree of (important), and the respondents' answers indicate progress in the standard commitment in the ministry concerned with the study. As for the paragraphs that fell to the level of (medium importance), they indicate a weakness in the respondents' feeling of the need to stay in the ministry concerned with the study. The staff also feels unfair that they did not strongly support the need to give the ministry a special loyalty and devotion. In general, at the level of the ranges achieved by the paragraphs of this dimension, there is a clear dispersion that accompanies all the paragraphs of the dimension, and this is reflected in the responsiveness of this dimension to the influences of the two explanatory variables.

4. Determining the strategic direction: Table (6) shows the results of the sample's responses remotely to determine the strategic direction, as the value of the arithmetic mean for this axis was (4.16). The paragraphs of this axis were as follows: Paragraph No. (1) achieved the highest value of the arithmetic mean, as the sample's answers were heading towards agreement at a very high level of (4.40) and a dispersion of (0.64). And I worked on completing it to improve the health level as well as the future plans of the Ministry, while the lowest arithmetic mean was in the answer to paragraph (5), as it reached (3.95) with a high level of response, and this indicates that the Ministry has a strategic direction and is able to carefully examine its internal environment and the points it possesses The strength and weakness of its external environment related to opportunities and threats by participating in the development of that direction to achieve its objectives.

5. Human Capital Development: Table (6) summarizes the results of the descriptive analysis of the responses of the individuals of the remote study sample to develop human capital, as the value of the arithmetic mean for this axis was (4.25). Normative (0.75). As for the paragraphs of this axis, they were as follows: Paragraph No. (7) achieved the highest value of the arithmetic mean, with a value of (4.45) and a standard deviation of (0.57). The Ministry in question is due to the participation of most of its employees in collective work, while the lowest arithmetic mean was in the answer to paragraph (10) which amounted to (3.86) with a standard deviation of (0.84).

6. Encouraging ethical practices: From the results of Table (6), we find that the value of the arithmetic mean for this axis is (4.34) with a standard deviation of (0.64). The highest value in the arithmetic mean, as its value amounted to (4.47), and the least dispersion amounted to (0.59), with an agreement rate of (89.4%).) with a dispersion of (0.69), as the sample's answers were also high, as the agreement reached (84.4%), which means that the ministry focuses on ethical rules and behaviors in performing its work.

7. Maintaining balanced strategic control: Table (6) shows the descriptive analysis of the responses of the remote study sample to maintain balanced strategic control, as the arithmetic mean value for this variable was (4.19), which indicates a high agreement of the sample members with a standard deviation of (0.70). And the value of relative importance is (83.8%), as this degree indicates the presence of balanced controls in the ministry under study. As for the sub-level, it was found that the highest arithmetic mean was for paragraph (20), as its value reached (4.31), which is within a very high level of response, with a standard deviation and coefficient of difference. (0.66) and (15.31%), respectively. As for the lowest value of the arithmetic mean in the dimension, it was for paragraph (17), as it reached (4.09), but it is also within a high level, and this indicates that the ministry focuses on that high performance is a result of what is planned and must To be consistent with the objectives and strategic vision, as well as focus on self-monitoring.

dimensions	Arithmetic mean	standard deviation	Relative importance
emotional commitment	3.45	0.79	%69
Continuing commitment	3.61	0.69	%72.2
Normative commitment	3.56	0.81	%71.2
Determine the strategic direction	4.16	0.82	%83.2
Human capital development	4.25	0.75	%85.0
Encouraging ethical practices	4.34	0.64	%86.8
Maintain balanced strategic control	4.19	0.70	%83.8

Source: prepared by the researcher based on the outputs of the SPSS V26 program

Third : Testing Research Hypotheses

1. The First Main Hypothesis

This hypothesis was validated by the correlation test, which seeks to verify the relationship between the main variables by testing the correlation relationship of the sub-variables of the research variables, and the result was as shown in Table (7) :

		Strategic leadership	organizational commitment
Strategic leadership	Pearson Correlation	1	.67**8.
	Sig. (2-tailed)		.000
	N	75	75
organizational commitment	Pearson Correlation	.67**8.	1
	Sig. (2-tailed)	.000	
	N	75	75

****.** Correlation is significant at the 0.01 level (2-tailed).

Source: prepared by the researcher based on the outputs of the SPSS V26 program

It is clear from Table (7) that there is a statistically significant positive correlation at a significant level (0.01), which indicates a strong correlation that combines the research variables. On this basis, the first main hypothesis is accepted, which says that there is a statistically significant positive correlation between strategic leadership and organizational commitment. .

Testing the sub-hypotheses of the first main hypothesis

We note from Table (8) below that all the correlations between the sub-dimensions of the included strategic leadership variable (determining the strategic direction, developing human capital, encouraging ethical practices, maintaining balanced strategic control) and between the sub-dimensions of the included organizational commitment variable (emotional commitment, commitment Continuity, Normative Commitment) were significant. On this basis, the sub-hypotheses are accepted from the first main hypothesis, which says that there is

a statistically significant positive correlation between the dimensions of strategic leadership and the dimensions of organizational commitment, i.e. the percentage of achieving these hypotheses is (100%).

Table (8) Correlations between sub-dimensions

		Determine the strategic direction	Human capital development	Encouraging ethical practices	Maintain balanced strategic control
emotional commitment	Pearson Correlation	.748**	.701**	.925**	.783**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	75	75	75	75
Continuing commitment	Pearson Correlation	.799**	.847**	.740**	.742**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	75	75	75	75
Normative commitment	Pearson Correlation	.781**	.868**	.657**	.791**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	75	75	75	75

Source : Prepared by the researcher based on the outputs of the SPSS V26 program

** Correlation is significant at the 0.01 level (2-tailed)

2. Testing the Second Main Hypothesis

A model was built for the purpose of validating research hypotheses related to the nature of influence according to the main second hypothesis, which states (there is a statistically significant effect between strategic leadership and organizational commitment).

On the basis of the foregoing, the above hypotheses can be tested as shown in the test form listed below.

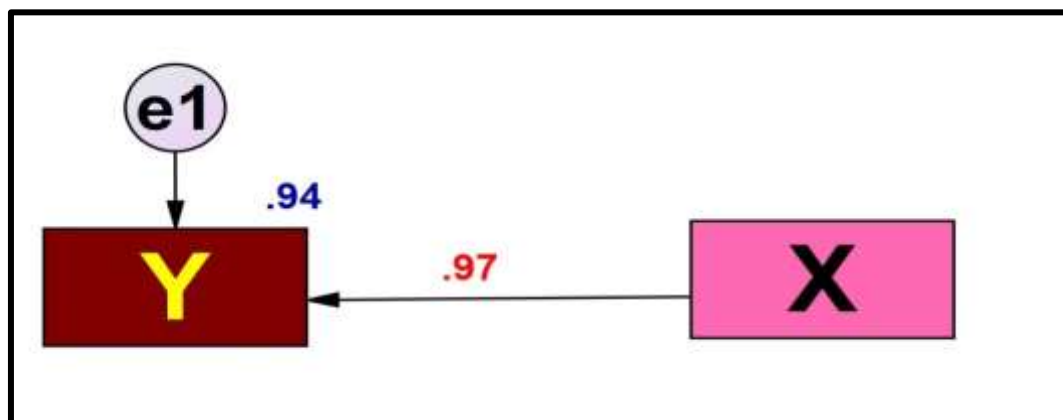


Figure (6) Standard estimates of the simple regression model

The above model shows the standard estimates of the simple regression model, where the strategic leadership variable (X) represents the independent variable, while the organizational commitment variable (Y) represents the dependent variable. In addition, the above model showed the value of Squared Multiple Correlations, which amounted to (0.94), and this percentage explains 94% of the dependent variable (organizational commitment) due to the effect of the independent variable (strategic leadership), while the other 6% is due to other external factors and causes, in addition to the correlation coefficient between the variables It reached (0.867), and this value indicates a strong and direct correlation between the variables.

As for the non-standard estimates, they are shown in the form below:

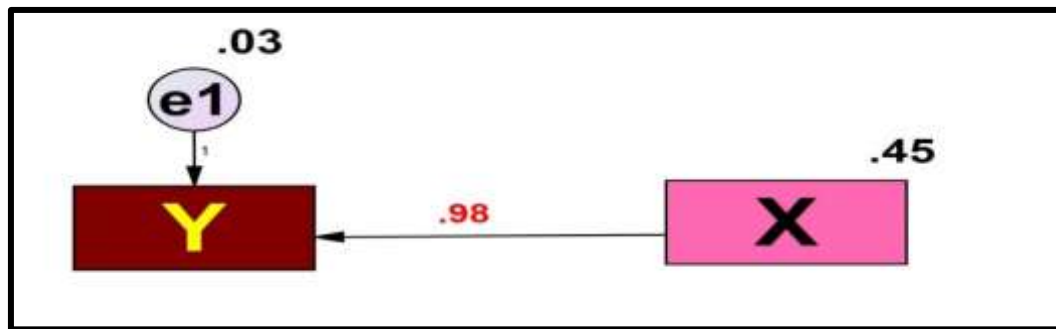


Figure (7) Nonparametric estimates of the simple linear regression model

This model shows the non-parametric estimates of the simple linear regression model, where (0.98) represents the marginal slope value, while the fixed limit value was (0.45) and the error value was (0.03). This is evidence of the significance of the model and the regression equation is as follows :

$$\text{Organizational Commitment} = 0.45 + 0.98 \text{ Strategic Leadership}$$

Testing the sub-hypotheses of the second main hypothesis

A model was built for the purpose of validating the research hypotheses related to the nature of influence according to the sub-hypotheses of the second main hypothesis, which states (there is a statistically significant effect between the combined dimensions of strategic leadership and organizational commitment).

On the basis of the foregoing, the above hypotheses can be tested as shown in the test form listed below.

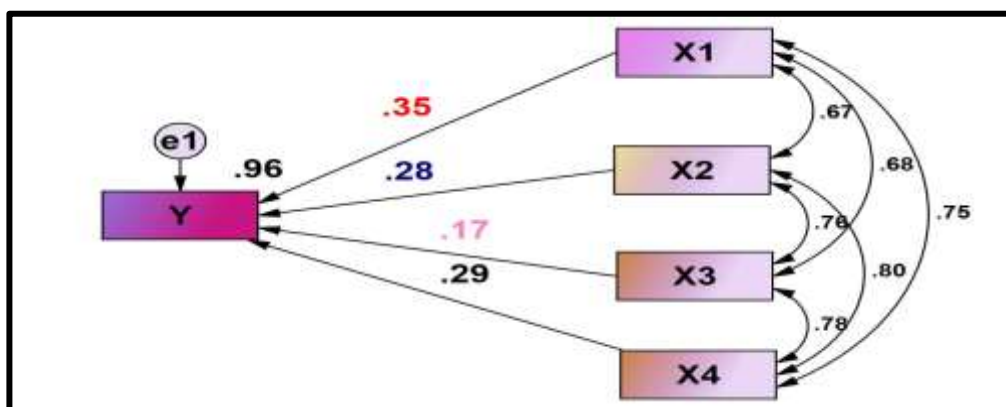


Figure (8) Standard estimates of the simple regression model

The above model shows the standard estimates of the simple regression model, where the strategic leadership dimensions (X4, X3, X2, X1) represent the independent variables (determining the strategic direction, developing human capital, encouraging ethical practices, maintaining balanced strategic control) respectively, while the commitment variable The organizational (Y) represents the dependent variable, and we note that the standard estimated values amounted to (Beta = 0.35, 0.28, 0.17, 0.29), respectively, meaning that the dimensions of strategic leadership have a significant impact and contribution to organizational commitment. In addition, the above model showed the value of Squared Multiple Correlations, which amounted to (0.96).) and this percentage explains 96% of the dependent variable (organizational commitment) by the impact of the independent variables (determining the strategic direction, developing human capital, encouraging ethical practices, maintaining balanced strategic control), while the other 4% is due to other external factors and causes, in addition to the coefficient The correlation between the variables was significant and high, and this result indicates a strong and positive correlation between the variables.

This is evidence of the significance of the model and the regression equation is as follows :

Organizational Commitment = 0.35 Defining Strategic Direction + 0.28 Developing Human Capital + 0.17 Encouraging Ethical Practices + 0.29 Maintaining Balanced Strategic Control

THE FOURTH TOPIC: CONCLUSIONS AND RECOMMENDATIONS

First : Conclusions

1. The workers are emotionally attached to the ministry concerned with the study, but this feeling diminishes in light of the security needs that the ministry provides to workers in the field of pension services, or the extent to which workers feel about the ministry's problems.
2. The tendency of the leaders of the Ministry of Health to support the continuous commitment of their subordinates, in a way that improves the level of their organizational commitment, thus developing a sense of their survival in their current work is an important priority.
3. The workers feel a great prejudice, as they did not strongly support the necessity of giving the ministry a special loyalty and devotion.
4. The Ministry has a strategic direction and is able to carefully examine its internal environment and its strengths and weaknesses, and its external environment related to opportunities and threats by participating in the development of that direction to achieve its goals.
5. There is interest on the part of the ministry in question for the participation of most of its employees in collective work. The reason for this is due to the nature of the work of the organization as it grants powers to the category of employees who are in senior positions.
6. The ethical standards are among the main objectives of the Directorate that govern the actual achievement, in addition to that the Ministry focuses on ethical rules and behaviors in the performance of its work.
7. The Ministry emphasizes that high performance is the result of what is planned and must be consistent with the goals and strategic vision, as well as focusing on self-monitoring.

Second : Recommendations

1. The necessity of activating a sense of awareness of the ministry's problems on the part of the workers, by activating the incentive system, and granting the workers the right to participate in the profits or the right of ownership, as is the case in the developed countries of the world.
2. The leaders of the Ministry of Health should take extra care in consolidating faith and spreading hope in the hearts of its employees, in a way that continuously enhances the levels of organizational commitment, by instilling confidence in them and ensuring their continuous readiness to accomplish tasks and duties.
3. The leaders of the Ministry of Health should promote altruism within the hearts of their employees, in a way that inculcates in them the behavior of citizenship and contextual performance, and thus enhances their levels of loyalty.
4. The researcher recommends the ministry to prepare a statement of its mission in a clear and written form, as well as decisive, informed and bold decisions at various organizational levels, by conducting a quantitative and qualitative analysis and conducting interviews with employees in the ministry to identify the problems that hinder workers, and take corrective decisions for those problems.
5. Work on the development of human capital by refining and improving the skills of workers by placing them in training courses inside and outside Iraq.
6. The necessity of preserving the morals inherited in the local customs, traditions and customs, by imposing penalties on workers who do not have the required morals when completing the tasks assigned to them.
7. The need for the management of the ministry in question to spread a culture of knowledge transfer that encourages learning of new work paths in a way that motivates workers to assume several responsibilities as well as cohesion and support each other.

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